

Utah's Division of Child and Family Services

Southwest Region Report

Qualitative Case Review Findings

Review Conducted

September 16-19, 2013

A Report by

The Office of Services Review, Department of Human Services

I. Introduction

The Southwest Region Qualitative Case Review (QCR) for FY2014 was held the week of September 16-19, 2013. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners, and other interested parties. Two individuals associated with the Children's Bureau also participated in the review. Reviewers included representatives from the following Utah organizations:

- Fostering Healthy Children
- Paiute Tribe
- Washington School District
- Utah Foster Care Foundation

There were 20 cases randomly selected for the Southwest Region review. The case sample included 14 foster care cases and six in-home cases. Cases were selected from the Cedar City, Kanab, Manti, Richfield, and St. George offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on November 14, 2013 in an exit conference to review the results of the region's QCR. Scores and data analysis were presented to the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review interviews key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On September 12 and 18-19, 2013 OSR interviewed individuals and groups of DCFS staff and community partners. DCFS staff who were interviewed included the Region Director, region administrators, supervisors, and caseworkers. Community partners interviewed included a defense attorney, Director of Southwest Behavioral Health, Paiute Tribe representative, Cedar City QIC Committee, Children's Justice Center, GAL, Turning Point, Family Support Center, REACH Program, St. George Foster Cluster Group, Country Cottage, Washington School District, and Washington County Youth Crisis Center.

Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below. Interviews were not conducted in the Manti or Richfield area this year.

DCFS STAKEHOLDERS

Cedar City and St. George Caseworkers

Strengths

Caseworkers are making home visits weekly instead of monthly so they are more knowledgeable about what is going on in the home. Parents can't conceal behaviors and issues as readily as they could with less frequent visitation. Because workers are making more frequent home visits, they're able to do more informal assessment.

Workers are being asked to have better basis for the permanency goals they select.

There's a push to place more children in kinship placements.

DCFS works well with most of their community partners.

Structured Decision Making (SDM) has helped keep children at home. They've had some successful in-home cases.

Workers feel the DCFS employee who used to have the responsibility of providing Domestic Violence (DV) services was doing a great job, and they'd like those responsibilities resumed.

SAFE does a good job of prompting workers when items come due on foster care cases.

Improvement Opportunities

Workers believe judges don't like to take chances on drug parents, so some children that DCFS would like to see remain at home are being removed by judges. Judges like the 12-month time frame that is imposed on parents when children are removed. Judges seem to believe this time pressure makes parents more likely to succeed. Workers feel they lose credibility when they recommend a child stays at home but the judge removes them.

There is a lack of drug treatment facilities, especially inpatient programs, and the quality of some drug treatment programs is questionable. Parents can end up on a waiting list for five to seven months.

There is a lack of domestic violence (DV) treatment providers. There's too much red tape for new providers to try to cut through to get licensed to do DV treatment. Providers who work with DCFS get paid less than their fellow private providers yet they have to go through more difficult audits.

The formal assessments that workers are receiving aren't comprehensive enough or of high enough quality to provide workers with the information they need to make decisions on cases.

Workers would like SAFE to prompt them when home visits are due on in-home cases so they don't have to create their own spreadsheets to track visits.

The community seems to be frustrated that DCFS isn't being as protective as they ought to be. Kids used to be removed due to certain issues, but they're no longer removed for those same issues.

The workers are concerned for their own safety when they enter homes, especially the female caseworkers.

The caseworkers feel caught in the middle of a conflict because they're told to "keep numbers down" by keeping kids at home, but there aren't resources in the community to help the parents succeed.

Providers aren't showing up to team meetings because their workload is too high and they can't take the time. Caseworkers feel fortunate if they get any written comments from a therapist before the team meeting. Defense attorneys rarely come to team meetings. School personnel may come if they have a big concern. Most GAL's participate only by phone.

Children have to be sent out of the area for treatment (because intensive services aren't available) or to be placed with kin. That separates them from their parents. The region needs sex abuse treatment for latency age boys and teenage girls, as well as substance abuse treatment for youth.

Caseworkers feel pressured to "get their [foster] cases down," but they don't have the resources to make that happen. For example, Southwest Mental Health won't treat children who are living at home. The only resource workers have to provide therapy is a little bit of counseling that can

be provided by DCFS staff. Southwest Center seems completely overwhelmed with clients right now.

Lots of children in foster care in this region are from Nevada or California. Many came into care while their parents were passing through Utah on Interstate 15. The parents return to their home state, but the children remain in custody in Utah.

Workers feel youths are “dumped on” DCFS who should be in the custody of Juvenile Justice Services instead.

There are ongoing challenges with Centralized Intake such as not accepting cases, not looking at the case history (custody cases), and sending repeat referrals for the same issue on the same case.

Supervisors and Administrators

Strengths

When new things are rolled out, all of the staff is involved in decision making. Administration listens to them. Whatever is working they keep, and they adjust what isn’t working.

Workers are finding that paper work is taking less time. They can copy things into SAFE.

The Resource Family Consultants have been great at supporting the workers. They need more of them. They help with making placements, and they go out with the worker when they have a hostile client.

Efforts to locate parents have increased. Caseworkers write letters to parents, even if they know the parent is hostile. They welcome parents back into cases. Their rate of finding parents is pretty good.

Caseworkers support parents by doing things like going to District Court with them. They want parents to know DCFS is there to support them.

Caseworkers use teams a lot because they don’t want to make decisions on their own. They like having the backing of a team. Caseworkers see teaming as beneficial.

In St. George lots of kin are stepping up to provide placements for children.

New caseworkers come out of training with a better attitude. They’re not burnt out by having spent three months in training.

Co-pays for drugs tests for parents have been eliminated.

Caseworkers work very hard for very little pay. They’re putting their lives on the line for the kids. Their job requires more than it’s ever required emotionally, but workers remain committed.

All of the children on whom parental rights have been terminated are on the Adoption Exchange. They've also had some success with permanency round tables. DCFS staff are thinking more about permanency. Supervisors attend monthly permanency meetings where they know they'll be asked to report on specific kids. Workers are being held accountable for finding permanency for kids. They're getting kids re-enthused about being adopted.

Families First is a great new service that's come to Cedar City and will soon come to St. George.

An in-home team has been added to the Cedar City office.

The number of kinship placements and in-home cases is going up. The number of foster care cases is declining. Efforts to keep children in their homes and prevent entry into foster care seem to be working.

DCFS staff in this region love their administrators.

Improvement Opportunities

Everybody agrees with the effort to keep kids in the home, but safety risks and lack of services often mean the kids end up being removed. The cases are getting more difficult. Even four and five year olds disrupt placements due to their behavior.

DV services shouldn't have been shifted to providers; they should have remained in-house at DCFS. Services offered by providers haven't been as effective.

There are more and more safety issues that workers have to confront when they enter homes. Workers do things police officers wouldn't do, such as enter homes where the occupants are armed while the worker is not.

More children are having to be placed out of the region. Sex offenders have to be sent out of the area. Little children have to be sent to Children's Center in Salt Lake. The children really struggle with being sent so far away.

There's a big lack of foster homes. It seems like every placement is to a proctor home. Foster homes aren't capable of dealing with the kids' behaviors. There are more foster parents who are seem to be fostering for the money rather than because they want to help kids. They've had some inappropriate foster homes lately. Some foster homes seem worse than the homes the children were removed from.

Administrators support keeping children in their homes, but they need services to make that successful. Cases start out as in-home cases but soon turn into removals.

Increasing numbers of JJS kids are being ordered into DCFS custody. In some areas DCFS is taking more JJS kids into custody than are being removed for abuse and neglect. If Observation and Assessment recommends the kids go into DCFS custody, the judge goes along with it.

The Interstate Compact for Placement of Children (ICPC's) process is too slow. Even expedited ICPC's take too long. It's especially difficult to work with states that have county run child welfare systems.

Mental Health agencies are doing assessments that don't give DCFS any new information that they didn't already know. Many assessments also come to DCFS without any recommendations.

COMMUNITY PARTNERS

Cedar City Community Partners

Strengths

The Cedar City office doesn't have as much turnover as they used to. DCFS staff in Cedar City are great. They all try to do what's right for the children and families.

When there are issues, providers can call DCFS region administrators and get a response.

There's a good relationship between Southwest Mental Health and DCFS.

Most team meetings have an agenda and start on time. Meetings are timely and caseworkers advise parents to bring support people. Permanency is always addressed.

All Quality Improvement Committee members are very invested in the populations they work with and the community in general.

The Children's Justice Center brought training funds into the community that made a huge contribution.

Medicaid and Resource Family Consultants are great resources for foster parents. Family Support Center and post-adoption services are also great.

The QIC is working on a Special Needs conference for kids with disabilities.

Translators are provided at court for any individual who does not speak English.

DCFS does a great job of collaborating with all their community partners, including the Paiute Tribe.

The Paiute Tribe is doing okay on recruiting and licensing Native American homes. Most Paiute kids are placed locally in kinship homes or foster homes licensed by the Tribe.

DCFS supports parents who live a distance from their children by transporting them all the time. They also offer to pay for gas.

Peer Parenting and Families First are good programs.

Parents' attorneys are notified when parents get off track so behavior can be corrected and an Order to Show Cause isn't needed.

The CASA's are invaluable. They're in homes weekly. There are 80 CASA's in the Cedar City Guardian ad Litem's office. They report to the GAL monthly.

Utah benefits from having 15 Family Support Centers across the state. They provide respite, parent advocates, and parent support groups.

One DCFS supervisor does in-home cases only. This shows the region's commitment to keeping children in their homes. If there was a removal, it was absolutely necessary.

Utah benefits from a network of 20 Children's Justice Centers across the state. They pay for therapy and other services that children otherwise wouldn't receive.

Centralized Intake has gotten better, and DCFS keeps asking for feedback on how they can improve it.

Improvement Opportunities

Kids placed in the same facility get various amounts of funding depending on which DCFS office the case is from. Some kids don't get any special needs money; others get a lot. It's hard on the kids who don't receive as much money.

It takes too long to get a young child seen for therapy and it's difficult to get them seen weekly.

There isn't enough capacity for drug treatment in the area, so parents have to go to the Wasatch Front to receive it. There's always going to be more demand than supply for drug treatment.

Families are invited to Child and Family Team Meetings, but the important decisions are made after they leave.

DCFS needs a special fund to pay for services that parents can't afford and Medicaid won't cover. Every agency struggles with funding. They know what needs to happen to help families, but they don't have the resources to do it. They need funding for parent education and substance abuse treatment.

There is an active anti-DCFS group in the area they're very vocal. Due to confidentiality requirements, DCFS has no way to defend the workers. The voice those community members have can't be countered.

There's always a need for more foster homes and more support for foster families. Caseworker support is crucial to retaining foster families. Foster parents need more training to deal with the serious issues children have now.

By the time DCFS gets a case, things have escalated to where people are getting seriously hurt or almost killed.

The wait for DSPD services is forever. If they need to transport a child with disabilities, they have to borrow a van from a foster family.

New caseworkers are being trained on the Memorandum of Understanding by the Paiute Tribe rather than by DCFS. The State Specialist knows the different tribes and what programs each offers, but this hasn't trickled down to the region. Centralized Intake refers cases to the Tribe because they think they do investigations, but they don't. The Tribe would like to be informed when there are supported CPS findings but no services are offered so they can offer services.

St. George Community Partners

Strengths

There's a very good community clinic that includes medical and dental care. Families who used to go to the Emergency Room for treatment now go to this clinic. It's been very effective. It's inexpensive and they're at full capacity.

The confusion about who to call with CPS referrals has been cleared up. Everyone knows to call Centralized Intake, not Law Enforcement.

The schools see DCFS positively. When they call DCFS, they always get a response.

The licensing process for foster parents seems overwhelming but actually goes quite smoothly.

The frequency of team meetings is about right. Advance notification to foster parents is better than it used to be. Meetings are kept moving along quickly.

The Resource Family Consultant is an excellent support for foster parents. He visits them at home and helps them with issues they're having with their foster children. He responds immediately to phone calls and will answer a call even if it's in the middle of the night. There is also a Facebook group that supports foster parents.

DCFS works hard to place siblings together or assure they have frequent visitation.

Caseworkers make sure foster parents are notified of court dates a week or two ahead of time. They either call the foster parents or send a letter.

All of the staff at Utah Foster Care Foundation are excellent, especially the trainer.

The Family Support Center provides respite services, which is a great support to foster parents.

There's a great relationship between the REACH program and DCFS because of Family Drug Court.

DCFS trained JJS on the Family Team model. As a result there is movement within JJS to change the biases against parents and start working with them.

The YIC program in the school district is really good and the schools are good to work with.

Most DCFS caseworkers are wonderful.

Improvement Opportunities

Housing is the most difficult issue for families. There's a five to six month wait for housing.

Foster parents need more support. They can't get hold of caseworkers after 5:00. Foster parents would also like to see the foster parent cluster group resume its activities. Region administration is supportive of foster parents.

Foster parents feel they have to fight to get services for their foster children, particularly therapy.

Foster parents aren't getting any response after inquiring about children they see on the Adoption Exchange.

Foster parents would like to see states work together better. Their foster children have histories with child welfare agencies in other states, but the foster parents have never seen the information.

The substance abuse treatment provider would like to see more peer parenting services available. There aren't enough peer parents to go around.

Therapists aren't getting invited to team meetings unless the client invites them. Therapists need two weeks prior notification in order to be able to arrange their schedules to attend. Sometimes therapists don't find out there's a court hearing until the day of the hearing.

Mental health resources are scarce and residential placements for youth are lacking. Youth with autism or developmental delays are very hard to place. Schools don't have good services for them and Mental Health doesn't serve them unless they also have mental health issues.

The area needs more families who are willing to take JJS youth into their homes. DCFS needs to understand the dangers associated with placing youth in JJS custody that shouldn't be there. JJS custody is worse for kids than DCFS custody is.

III. Child and Family Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

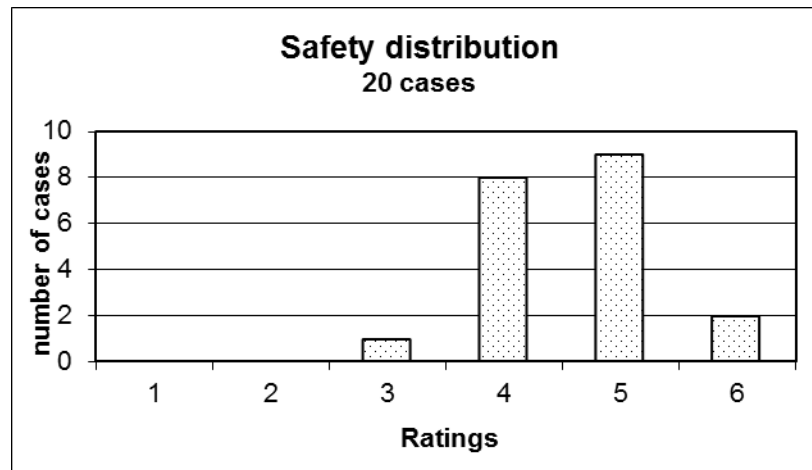
Overall Status

Southwest Child Status										
Southwest Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators. Exception is Safety = 85%		FY09	FY10	FY11	FY12	FY13	FY14 Current Scores
			Standard: Criteria 85% on overall score							
Safety	19	1	<div><div></div></div>	95%	96%	96%	88%	95%	100%	95%
Child Safe from Others	20	0	<div><div></div></div>	100%	na	na	92%	95%	100%	100%
Child Risk to Self or Others	19	1	<div><div></div></div>	95%	na	na	96%	100%	100%	95%
Stability	16	4	<div><div></div></div>	80%	71%	75%	71%	75%	75%	80%
Prospect for Permanence	12	8	<div><div></div></div>	60%	67%	75%	63%	65%	70%	60%
Health/Physical Well-being	20	0	<div><div></div></div>	100%	100%	100%	100%	100%	100%	100%
Emot./Behavioral Well-being	18	2	<div><div></div></div>	90%	96%	96%	92%	85%	90%	90%
Learning	19	1	<div><div></div></div>	95%	92%	92%	92%	80%	85%	95%
Family Connections	9	0	<div><div></div></div>	100%	na	na	na	67%	73%	100%
Satisfaction	19	1	<div><div></div></div>	95%	92%	83%	79%	100%	84%	95%
Overall Score	19	1	<div><div></div></div>	95%	96%	96%	88%	85%	95%	95%
0% 20% 40% 60% 80% 100%										

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

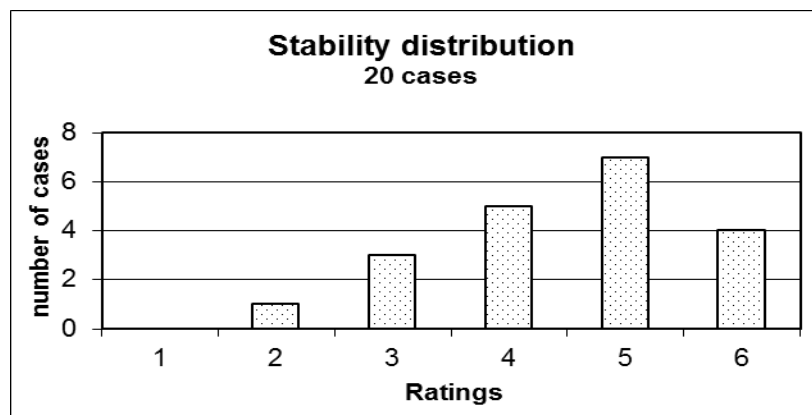
Findings: 95% of cases reviewed were in the acceptable range (4-6). This is a slight decrease from last year's perfect score of 100%. Out of the 20 cases reviewed, only one had an unacceptable score on Safety.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

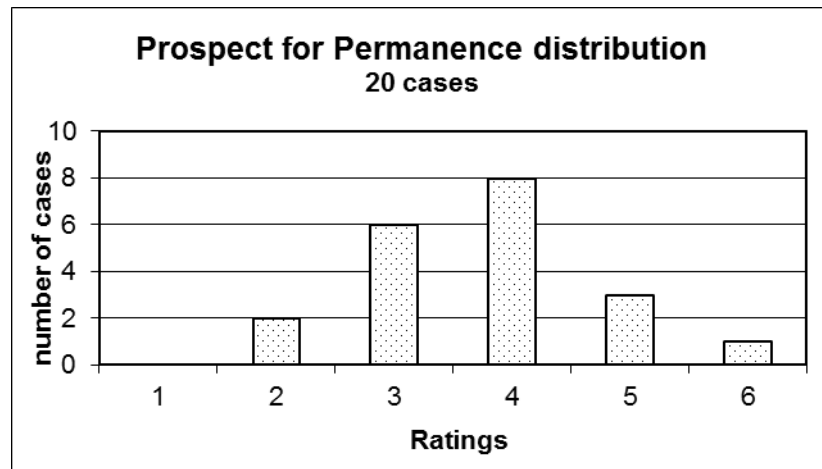
Findings: 80% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 75%.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

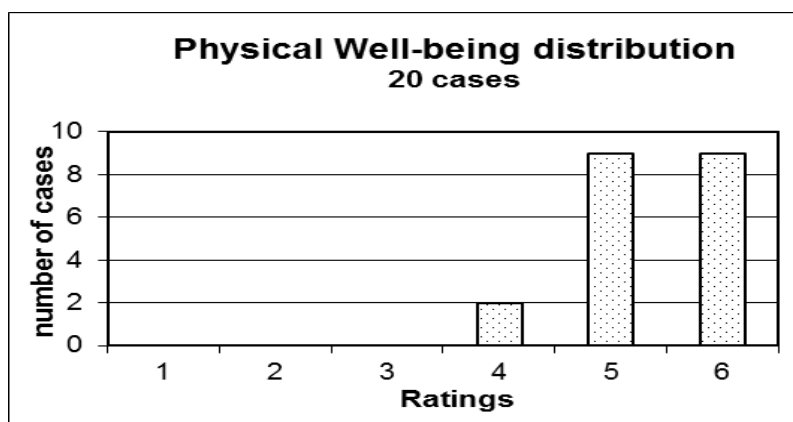
Findings: 60% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 70% and falls short of the 70% standard.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

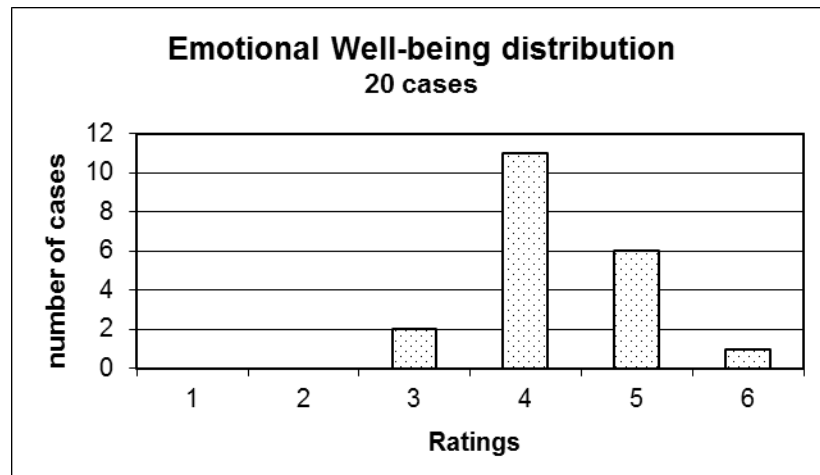
Findings: 100% of cases reviewed were in the acceptable range (4-6). For the past several years this indicator has scored 100%.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 90% of cases reviewed were within the acceptable range (4-6). This is identical to last year's score.

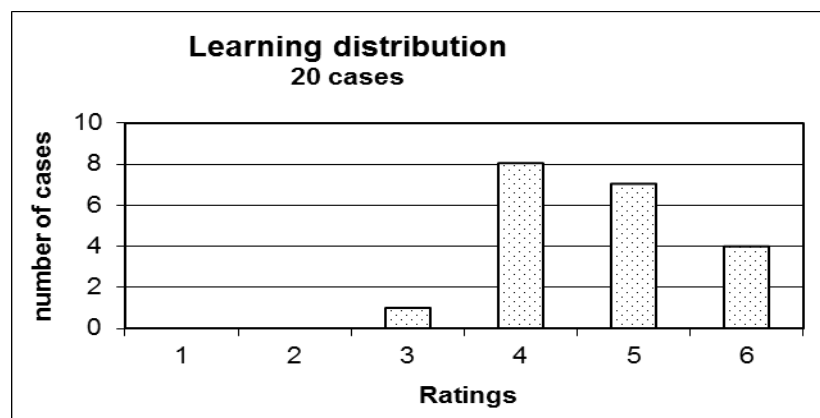


Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability?

Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

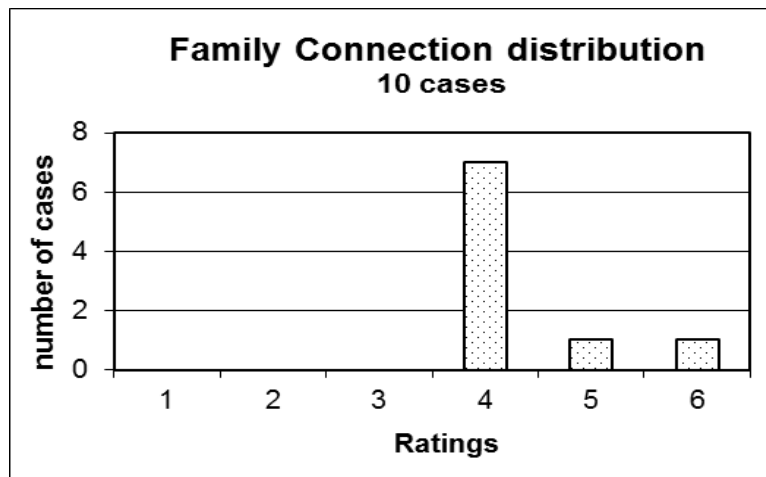
Findings: 95% of cases reviewed were within the acceptable range (4-6). This is an increase over last year's score of 85% and well above standard.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 100% of cases scored acceptable on Overall Family Connections. This is an amazing increase from last year's score of 73%. This indicator measures whether or not the relationships between the child and the mother, father, siblings, and other important family members are being maintained. Remarkably, the score for all parties (Siblings, Mothers, Fathers, and Other) all scored 100%.

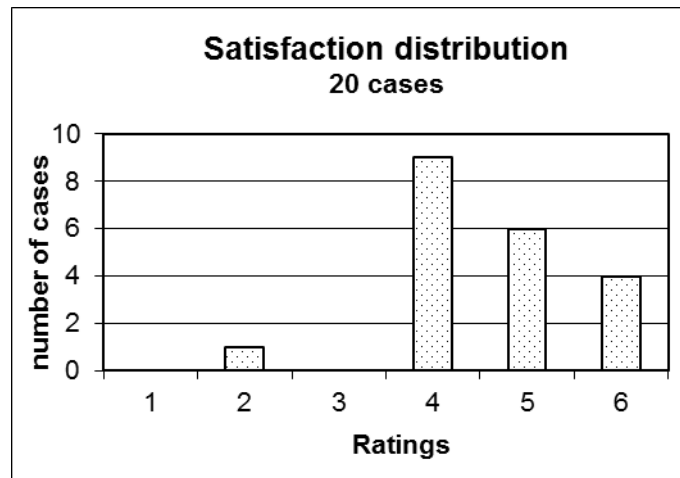


Southwest Family Connections				
	# of	# of	FY13	FY14
	cases	cases		Current
	(+)	(-)		Scores
Overall Connections	9	0	73%	100%
Siblings	2	0	50%	100%
Mother	9	0	78%	100%
Father	5	0	88%	100%
Other	1	0	83%	100%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 95% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a significant increase from last year's score of 84%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 100% for Children to 80% for Fathers. The score in every category was above standard.

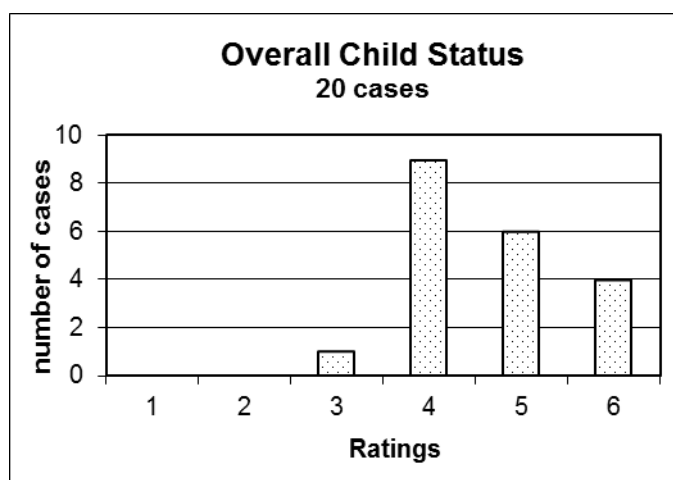


Southwest Satisfaction				
	# of	# of	FY13	FY14
	cases	cases		Current
	(+)	(-)		Scores
Satisfaction	19	1	84%	95%
Child	10	0	90%	100%
Mother	12	3	79%	80%
Father	8	1	50%	89%
Caregiver	11	0	91%	100%

Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 95% of cases reviewed were within the acceptable range (4-6). This is identical to last year’s excellent score of 95%.



System Performance Indicators

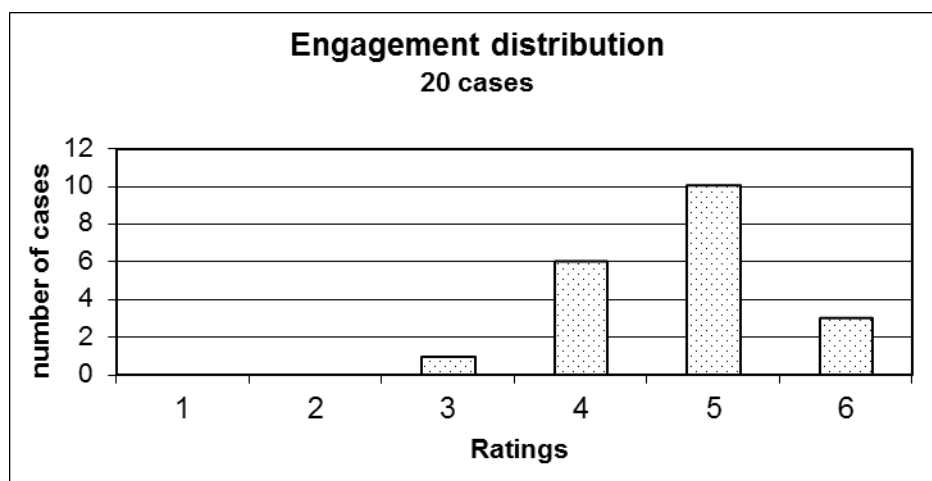
Overall System

Southwest System Performance										
Southwest System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators		FY09	FY10	FY11	FY12	FY13	FY14 Current Scores
			Standard: 85% on overall score							
Engagement	19	1		<div><div></div></div> 95%	88%	88%	75%	90%	90%	95%
Teaming	17	3		<div><div></div></div> 85%	92%	63%	75%	65%	75%	85%
Assessment	18	2		<div><div></div></div> 90%	75%	75%	79%	75%	85%	90%
Long-term View	13	7		<div><div></div></div> 65%	88%	75%	63%	65%	75%	65%
Child & Family Plan	19	1		<div><div></div></div> 95%	83%	83%	75%	80%	85%	95%
Intervention Adequacy	17	3		<div><div></div></div> 85%	100%	83%	88%	80%	80%	85%
Tracking & Adapting	18	2		<div><div></div></div> 90%	88%	71%	79%	85%	85%	90%
Overall Score	19	1		<div><div></div></div> 95%	96%	92%	83%	80%	85%	95%
0% 20% 40% 60% 80% 100%										

Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 95% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 90% and well above standard. Separate scores were given for child, mother, father and guardian. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 100% for the child to 87% for Mothers. The scores for every category were well above standard.

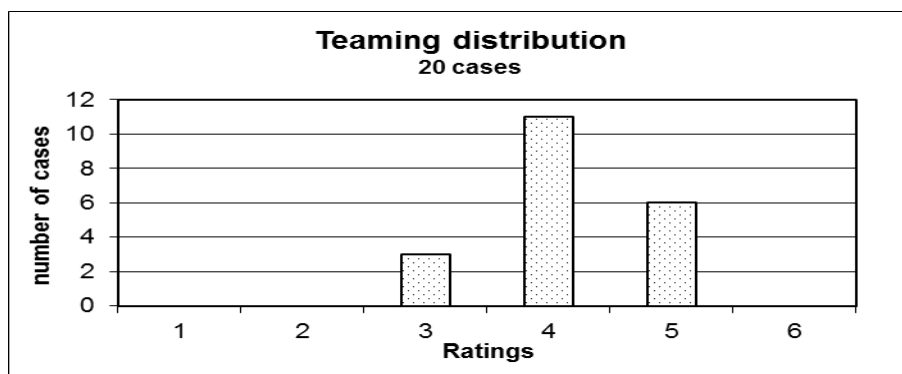


Southwest Engagement				
	# of cases (+)	# of cases (-)	FY13	FY14 Current Scores
Engagement	19	1	90%	95%
Child	13	0	100%	100%
Mother	13	2	87%	87%
Father	9	1	83%	90%
Other	4	0	73%	100%

Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

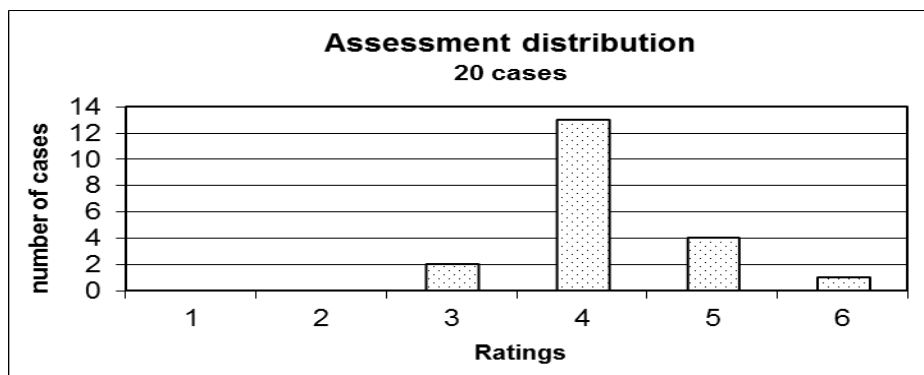
Findings: 85% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 75% and above standard. The teaming score has increased by 20% over the past two years.



Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child's needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 90% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 85% and well above the 70% standard. Individual scores were given for this indicator. The scores ranged from a high of 95% on the Child's score to 60% for Fathers.

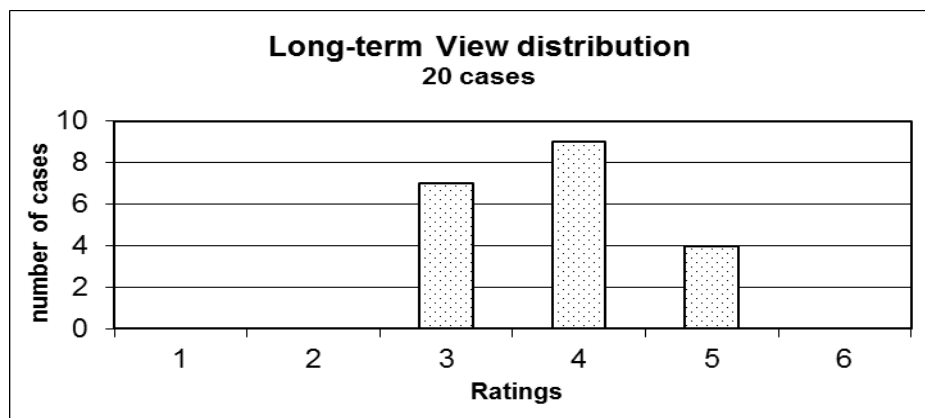


Southwest Assessment				
	# of cases (+)	# of cases (-)	FY13 Current Scores	FY14 Current Scores
Overall Assessments	18	2	85%	90%
Child	19	1	90%	95%
Mother	12	3	73%	80%
Father	6	4	75%	60%
Caregiver	11	1	77%	92%

Long-Term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

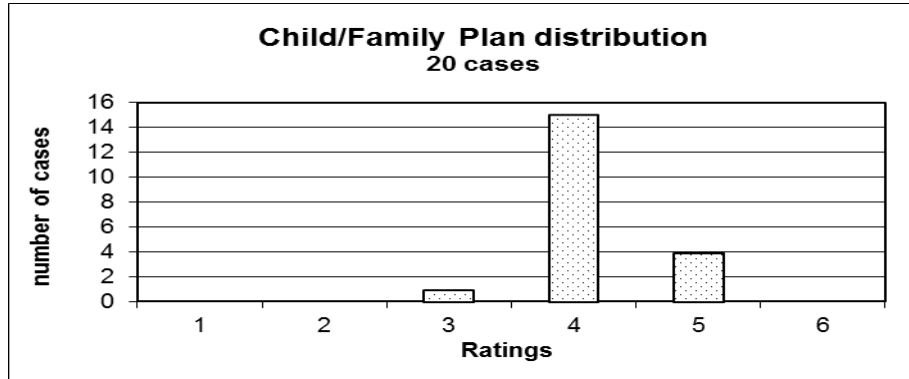
Findings: 65% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 75% and below standard.



Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

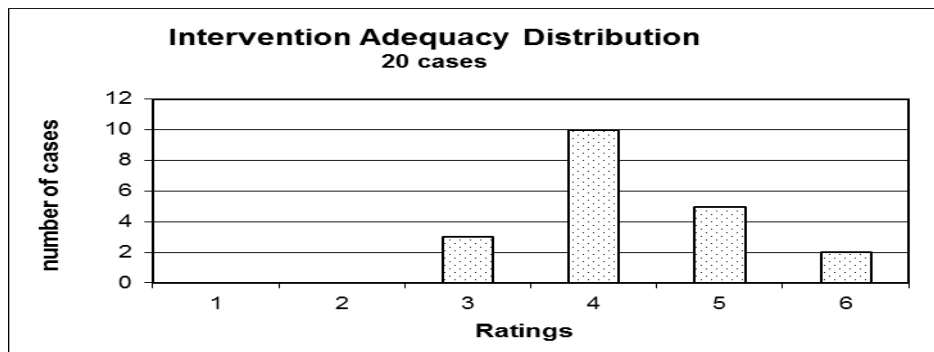
Findings: 95% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 85% and above standard. The score on Planning has increased by 20 percentage points over the past three years.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 85% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 80% and above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from a high of 100% for Caregivers to 63% and 67% for Father and Mothers respectively, both of which are below standard.

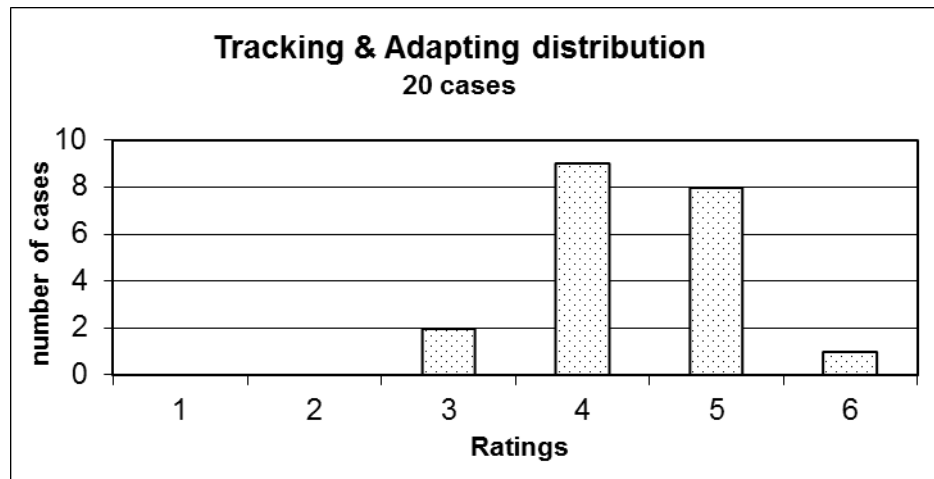


Southwest Intervention Adequacy				
	# of	# of	FY13	FY14
	cases	cases		Current
	(+)	(-)		Scores
Overall Intervention Adequacy	16	4	80%	85%
Child	18	2	90%	95%
Father	4	0	100%	63%
Mother	9	2	82%	67%
Caregiver	11	1	92%	100%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

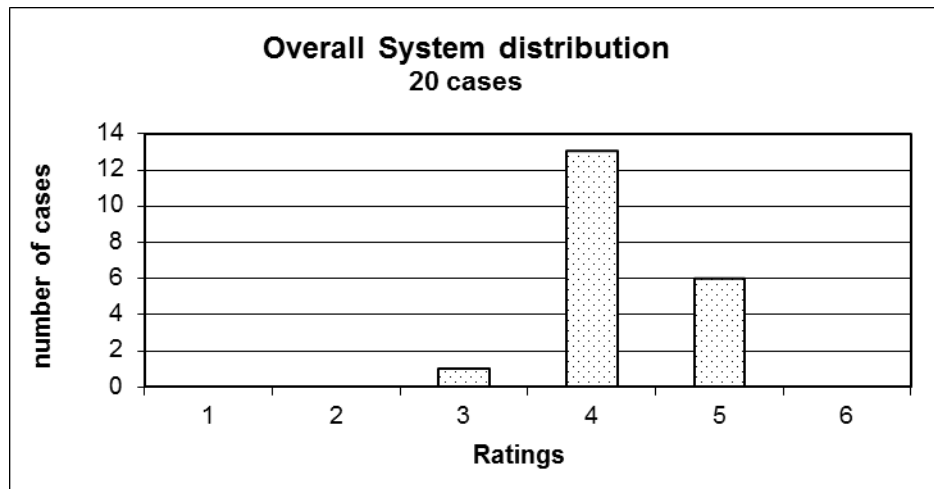
Findings: 90% of cases reviewed were in the acceptable range (4-6). This was an improvement from last year's score of 85% and well above standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. Four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

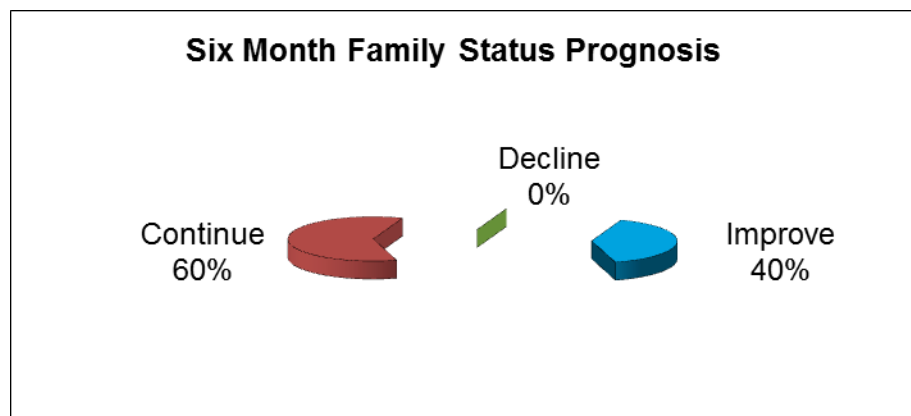
Findings: 95% of cases reviewed were within the acceptable range (4-6). This is a 10 point increase from last year's score and well above the standard.



Status Forecast

One additional measure of case status is the reviewers' prognosis of the child and family's likely status in the next six months, given the current level of system performance. Reviewers respond to this question: "Based on current DCFS involvement for this child, family, and caregiver, is the child's overall status likely to improve, stay about the same, or decline over the next six months?"

Of the 20 cases reviewed, 40% (8 cases) anticipated an improvement in family status over the next six months. In 60% (12) of the cases, family status was likely to stay about the same. There were no cases where the family's status was expected to decline over the next six months.



Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed indicates that 80% of the cases had acceptable ratings on both Child Status and System Performance. There was one case that rated unacceptable on Child Status and acceptable on System Performance, and three cases that rated acceptable on Child Status and unacceptable on System Performance. There were no cases that rated unacceptable in both domains.

	Favorable Status of Child Outcome 1	Unfavorable Status of Child Outcome 2	
Acceptable System Performance	Good status for the child, agency services presently acceptable. n= 18 90%	Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 1 5%	95%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 1 5%	Outcome 4 Poor status for the child, agency presently unacceptable. n= 0 0%	5%
	95%	5%	

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. There were no family preservation (PFP/PFR) cases and only one voluntary case (PSC) in the sample. Court ordered In-home services cases (PSS) scored 100% on Overall Child Status and 100% on Overall System Performance. Foster Care cases scored similarly on both Overall Child Status (100%) and Overall System Performance (93%). All key indicators except Permanency and Long-term View scored above standard on foster cases. All key indicators scored above 80% on In-home cases.

Case Type	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care SCF	14	100%	43%	100%	100%	86%	93%	64%	93%	86%	93%	93%
In-Home PSS	5	100%	100%	100%	80%	80%	80%	80%	100%	80%	100%	100%
In-Home PSC	1	0%	100%	0%	100%	100%	100%	0%	100%	100%	0%	100%
In-Home PFP	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Only three of the 20 cases (15%) in the sample are reported to have entered services due to delinquency rather than abuse or neglect. The following table shows that delinquency cases scored very well on Stability, but two of three cases had unacceptable Prospects for Permanency. Nevertheless, delinquency cases scored 100% on both Overall Child Status and Overall System Performance.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	3	100%	33%	100%	100%
Non-Delinquency	17	76%	65%	94%	94%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were four different Permanency Goal types represented in the case sample. Cases with Adoption or Reunification goals scored significantly below standard on Permanency at 40% and 20% respectively. Cases with the goal of Individualized Permanency or Remain Home scored above standard at 75% and 100% respectively. Every type of case scored above standard on all indicators other than Permanency and Long-term View.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	5	100%	40%	100%	100%	100%	100%	60%	100%	80%	100%	100%
Guardianship (Non-Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Guardianship (Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Individualized Perm.	4	100%	75%	100%	100%	75%	100%	75%	100%	100%	100%	100%
Remain Home	6	83%	100%	83%	83%	83%	83%	67%	100%	83%	83%	100%
Reunification	5	100%	20%	100%	100%	80%	80%	60%	80%	80%	80%	80%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload may have affected some key Child Status and System Performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Regardless of caseload, both Overall Child Status and Overall System Performance scored above standard. The sample shows that only one worker had a high caseload. Last year six workers had high caseloads. The total sample size was 19 rather than 20 because one caseworker didn't provide caseload information.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	18	94%	61%	94%	94%	83%	89%	61%	94%	83%	89%	94%
17 cases or more	1	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. The workers were distributed very evenly over the years of experience. Regardless of the caseworker's experience, cases performed well on nearly all indicators, the exceptions being Permanency and Long-term View.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	2	100%	50%	100%	100%	100%	100%	50%	50%	100%	100%	100%
12 to 24 months	5	100%	100%	100%	80%	80%	100%	100%	100%	60%	100%	100%
24 to 36 months	2	100%	0%	100%	100%	50%	100%	50%	100%	100%	100%	100%
36 to 48 months	2	50%	50%	50%	100%	50%	50%	0%	100%	50%	0%	50%
48 to 60 months	2	100%	100%	100%	100%	100%	50%	50%	100%	100%	100%	100%
60 to 72 months	2	100%	0%	100%	100%	100%	100%	50%	100%	100%	100%	100%
More than 72 months	5	100%	60%	100%	100%	100%	100%	80%	100%	100%	100%	100%

RESULTS BY OFFICE

The following table compares how offices within the region performed on key Child Status and System Performance indicators. Cases from five offices were selected as part of the sample. Four of the five offices (Cedar City, Kanab, Manti and Richfield) scored 100% on both Overall Child Status and Overall System Performance. The St. George office scored nearly as well with 90% in both areas. Three of the five offices had a sample size of only 1 or 2 cases; so one unacceptable score could result in a score of 0% or 50%.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Beaver	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Cedar City	6	100%	50%	100%	100%	83%	100%	67%	100%	83%	100%	100%
Kanab	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Manti	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Panguitch	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Richfield	2	100%	50%	100%	50%	50%	100%	50%	50%	50%	100%	100%
St. George	10	90%	60%	90%	100%	90%	80%	60%	100%	90%	80%	90%

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. There was no consistent pattern of performance that correlated with the age of the child.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
5 years or less	7	71%	71%	100%	100%
6-10 years	3	100%	33%	100%	67%
11-15 years	6	83%	50%	100%	100%
16 + years	4	75%	75%	75%	100%

SYSTEM INDICATORS

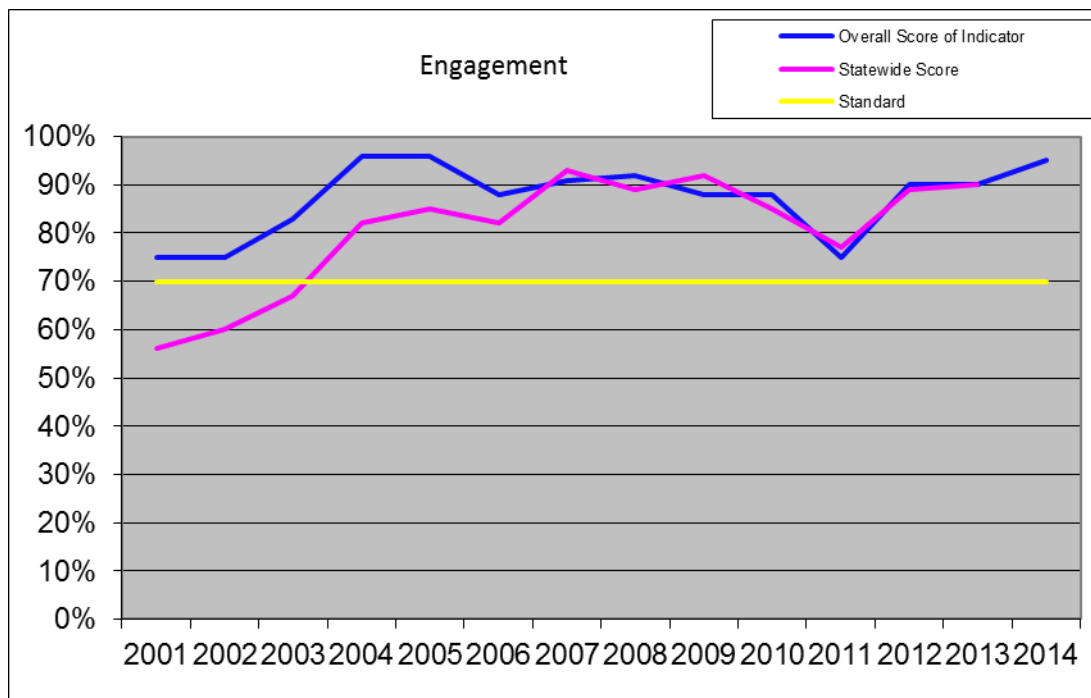
Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 14 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Statewide scores for FY2014 will not be available until the end of the fiscal year and therefore do not appear in the tables or charts.

Child and Family Engagement

Both the average and the percentage scores on Engagement increased this year. The region's score on this indicator has mirrored the state score for the past several years.

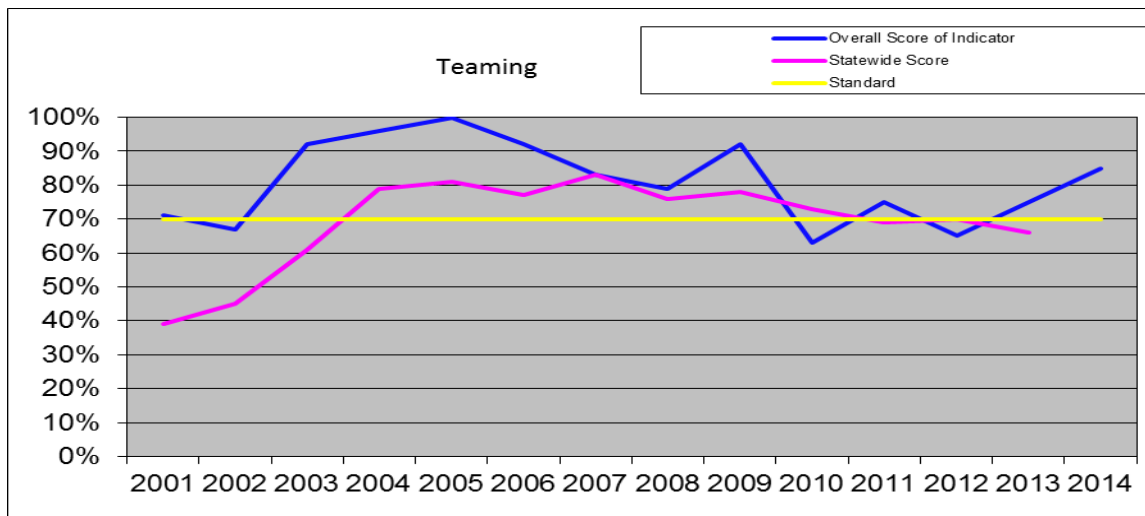
Engagement														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.29	3.96	4.54	4.88	5.00	4.63	4.43	4.54	4.54	4.33	4.04	4.40	4.40	4.70
Overall Score of Indicator	75%	75%	83%	96%	96%	88%	91%	92%	88%	88%	75%	90%	90%	95%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%	



Teaming

The Teaming score rose from 75% to 85%, and the average score also rose slightly. The region exceeded the state score last year and is likely to do so again this year.

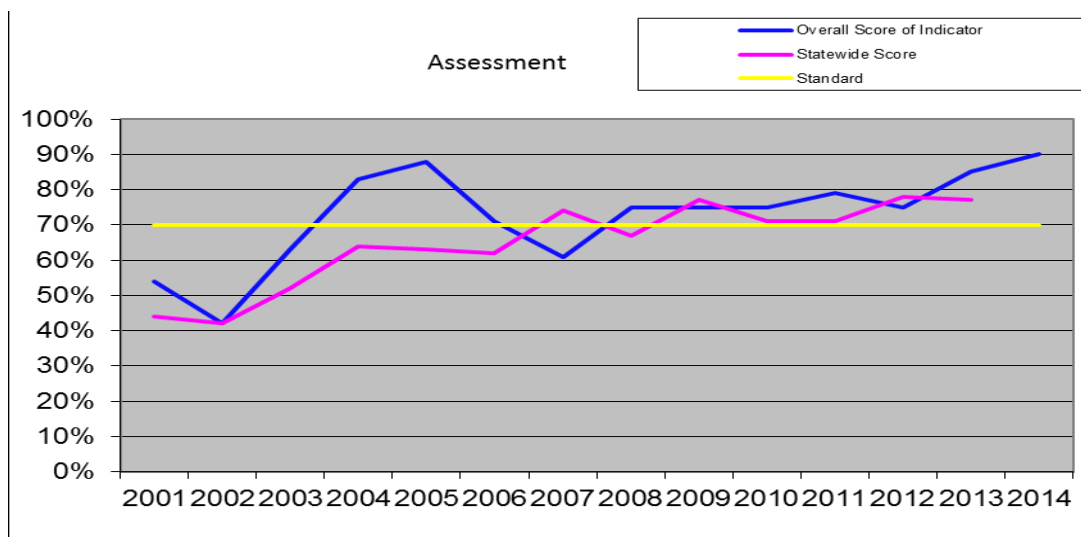
Teaming														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.00	3.88	4.63	4.63	5.00	4.63	4.17	4.17	4.42	4.00	4.08	4.05	4.05	4.15
Overall Score of Indicator	71%	67%	92%	96%	100%	92%	83%	79%	92%	63%	75%	65%	75%	85%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%	



Assessment

Both the average and percentage scores increased slightly this year. It appears the region will easily exceed the state score.

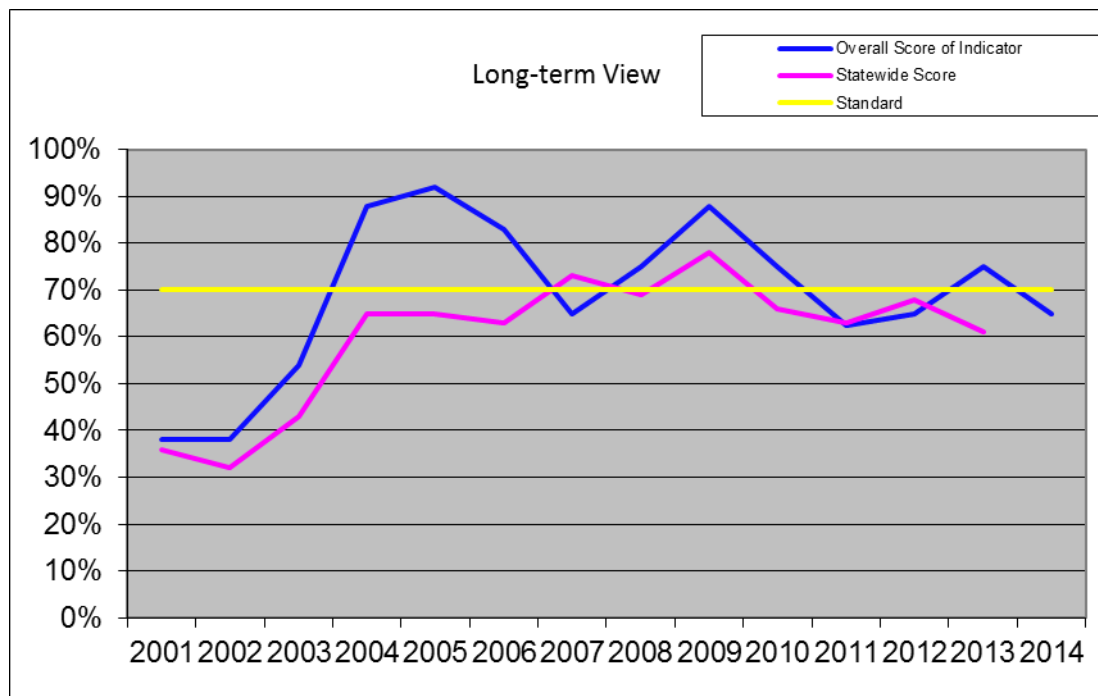
Assessment														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.83	3.42	3.96	4.25	4.54	4.29	3.83	4.13	4.04	3.96	4.04	4.00	4.10	4.15
Overall Score of Indicator	54%	42%	63%	83%	88%	71%	61%	75%	75%	75%	79%	75%	85%	90%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%	



Long-Term View

Both the average and percentage scores declined this year. After rising last year, the percentage score is back below standard.

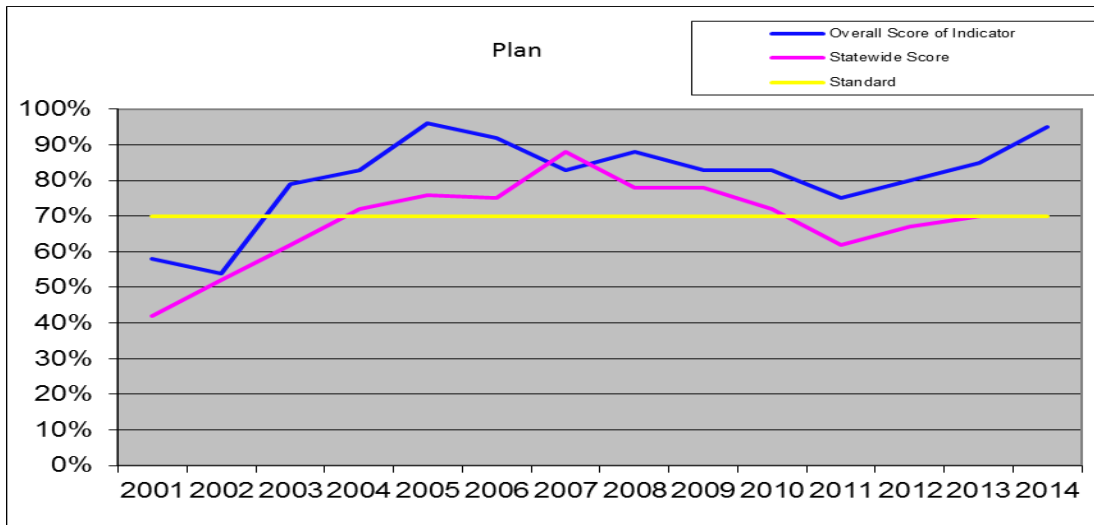
Long-Term View														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.42	3.13	3.83	4.42	4.54	4.38	3.83	4.08	4.29	4.13	3.92	3.95	4.15	3.85
Overall Score of Indicator	38%	38%	54%	88%	92%	83%	65%	75%	88%	75%	63%	65%	75%	65%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%	



Plan

The percentage scores rose this year while the average score fell. This means that more cases scored acceptable, but the scores on the cases themselves were lower. The region score is expected to far exceed the state score.

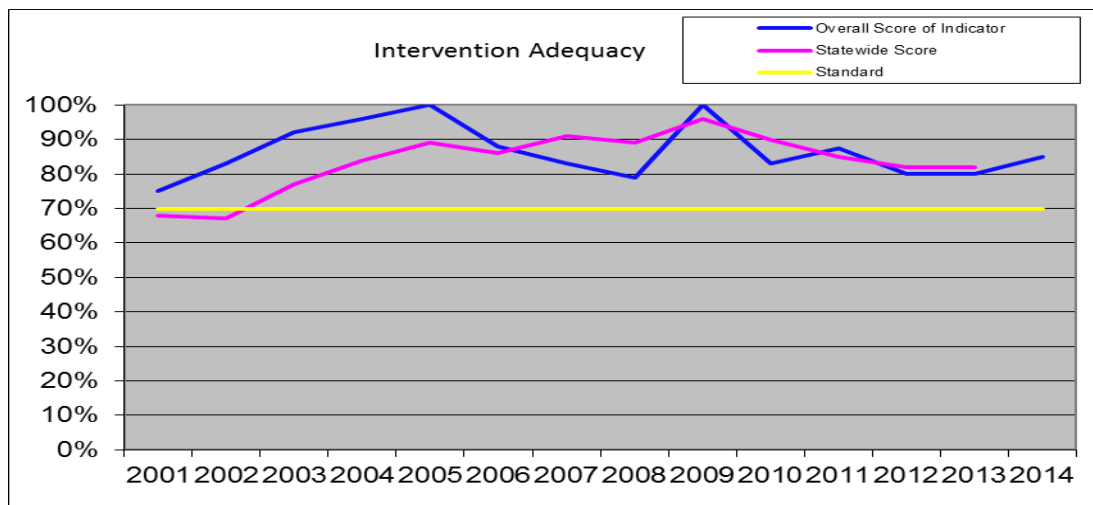
Child and Family Plan														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.79	3.63	4.17	4.38	4.71	4.58	4.13	4.29	4.21	4.21	4.04	4.05	4.25	4.15
Overall Score of Indicator	58%	54%	79%	83%	96%	92%	83%	88%	83%	83%	75%	80%	85%	95%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%	



Intervention Adequacy

The percentage score remained identical to last year; however, the average score rose, meaning practice actually improved.

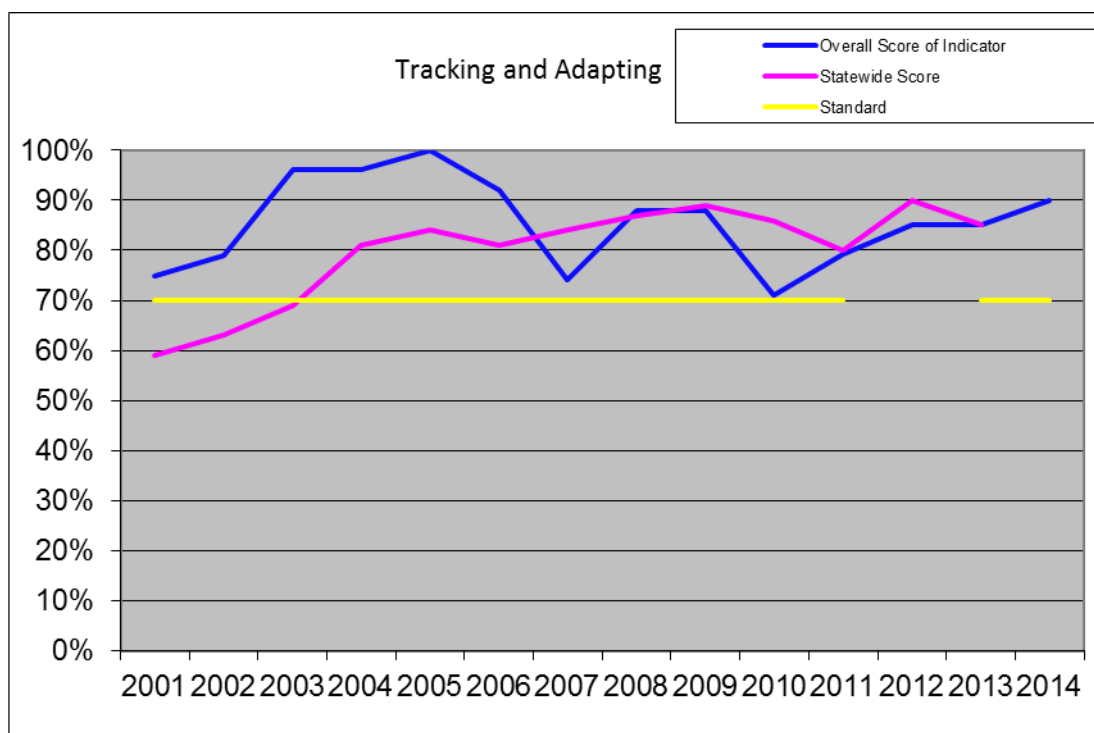
Intervention Adequacy														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.08	4.21	4.63	4.75	5.04	4.54	4.17	4.33	4.75	4.54	4.21	4.15	4.25	4.25
Overall Score of Indicator	75%	83%	92%	96%	100%	88%	83%	79%	100%	83%	88%	80%	80%	85%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%	



Tracking and Adaptation

The average score declined slightly while the percentage score improved. This means there were more cases that scored acceptable, but the scored on the individual cases were not as high.

Tracking and Adaptation														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.33	4.29	4.92	4.88	5.21	4.67	4.00	4.38	4.58	4.21	4.25	4.50	4.45	4.40
Overall Score of Indicator	75%	79%	96%	96%	100%	92%	74%	88%	88%	71%	79%	85%	85%	90%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%	



V. Summary and Improvement Opportunities

Summary

During the FY2014 Southwest Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of the children and families.

Child Status

Southwest Region scored well above standard on Overall Child Status with a score of 95%, meaning only one of 20 cases had an unacceptable overall score. All but one case scored acceptable on Safety, and all but one Child Status indicator (Prospects for Permanency) was above standard. Four of the indicators scored higher than last year, and every indicator but Prospects for Permanency scored 80% or better.

System Performance

Southwest Region scored 95% on Overall System Performance which exceeds the 85% standard. This is a 10-point improvement over last year. Scores improved and were above standard on six of the seven indicators (all but Long-term View).

Improvement Opportunities

Southwest Region has done a great job of consistently improving their scores over the past two years. Scores were very high this year on all indicators except Prospects for Permanency and Long-term View. These indicators are closely related and tend to move up or down together. Improvement on one indicator will most likely result in improvement in the other indicator and vice versa.